Improving Leadership Skills:
The ConITS Leadership Institute
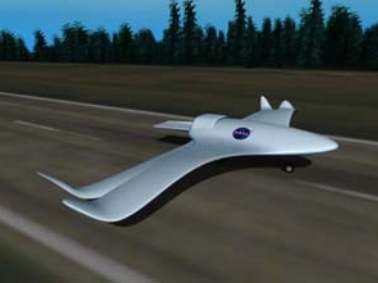
Charles B. Daniels
Raytheon Technical Services Company, LLC

Agenda

- ConITS Background
- ConITS Leadership Institute (CLI) Purpose
- ConITS Leadership Institute Structure
- Results
- Future Plans
- Conclusion

ConITS Overview

- Consolidated Information Technology Services (ConITS)
  - Langley Research Center consolidation of three IT support contracts (February 2001- April 2009)
  - General IT support services, system & application development services and work area specific tasks
- Task Order under GSA Millennia contract
- Currently approximately 210 ConITS employees supporting over 90 tasks and an additional 70 subtasks
- Specific task effort detailed in individual task assignments
- Each task assignment is as a mini contract
  - Funded separately (funding limitation applied)
  - Evaluated separately (quarterly/semi-annual by technical monitor)
  - Financial & technical performance provided on monthly basis

ConITS Is a cost plus award fee, performance-based, contract

3

ConITS supports a wide range of IT services

- Central Scientific Computing Complex Operations and Maintenance
  - Computer operating systems support
  - Operational analysis, resource accounting, and system testing
  - Performance assessment and quality assurance
  - Distributed computing and data reduction support
  - Systems Administration and management for Unix and NT
- Flight and Research Projects Support
  - Mathematical modeling of physical systems
  - Computational techniques and algorithm development
  - IT services in support of Structures and Materials research projects
- Business and Financial Systems Support
  - Applications development
  - Migration from legacy systems to client/server and web-based applications
  - Integrated Financial Management Program (IFMP) – Core Financial, Travel Manager, Budget Formulation, e-Payroll, Integrated Asset Management

ConITS offers an array of support to meet most client's needs, from a simple Web page to advanced algorithm development

4

Need for Leadership Development

- The technology industry has a long track record of promoting the most technically qualified people into leadership positions
  - Without preparation
  - Without training
  - With few role models
  - With high expectations
  - With low success rates
- Some of the exceptional performers find their way – eventually
- An inefficient approach!

Purpose of the ConITS Leadership Institute

- Provide an opportunity for current and future leaders:
  - Learn new leadership skills and paradigms
  - Share experiences and techniques
  - Engage in personal leadership development
- Provide a forum for senior management to serve as role models
- Conduct personal and organizational assessments
- Develop a cadre of leaders

Purpose of the ConITS Leadership Institute (continued)

- Explore new and better ways to implement the ConITS Team Core Values:

  - People: treat people with respect and dignity. Welcome diversity and diverse opinions. Help our fellow employees. Improve their skills. Recognize and reward accomplishment. Foster teamwork and collaboration.

  - Integrity: be honest, forthright and trustworthy. Use straight talk, no hidden agendas. Respect ethics, law and regulation.

  - Commitment: honor commitments to customers, shareholders and each other. Accept personal responsibility to meet commitment. Be accountable.

  - Excellence: improve performance continually. Stress quality, productivity, growth, best practices and measurement. Strive to be the best.

The First Course in Leadership
Part I: Leadership Foundations

- Understanding Personality
- Human Behavior
- Leadership Concepts
- Leadership Styles
- Emotional Intelligence I & II
- Ethical Leadership
- Working with Teams
- Motivation and Inspiration

The First Course in Leadership: Part II: Tools of the Trade

- Effective Communications
- Resolving Conflicts
- Meeting Management
- Performance Management
- Time Management
- Participant Project Reports
- Project Lessons Learned

Session Structure

- Classes meet on alternate weeks
- Raytheon funded, volunteer participation
- Facilitated by Charlie Daniels (ConITS Program Manager) and Sid Pauls (both are Professors at GWU)
- Meeting structure:
    - Topic lecture and discussion
    - Interactive workshop
    - Video presentations
    - Summaries and team readouts
    - Session critique

Session Content

- Course topics aligned to build from one another
- Theory explained in practical examples
- Reading assignments introduce the topics
- Class room discussions explore the leadership theory and the practice
- Current events provide abundant material to discuss and explore

12

Session Content (continued)

- Videos, exercises, and assessments augment the learning
- Each session evaluated for future improvements/changes
- Each student participant is required to research an area of interest and present the findings and conclusions in the final sessions of the course

Why This Approach Works

- Program focused learning coupled with team building
- Learning facilitated by the ConITS Program Manager
- Leadership theory is consumed in digestible morsels
- Students are deeply involved
- Adult learning concepts are employed
- Leader/facilitator models leadership and behavioral standards

Participant Feedback

- "The CLI has really been a life changing experience for me."

- "This opportunity has given me the tools to be a better friend, spouse, daughter, co-worker and someday, leader."

- "There were so many times during the class that I was prompted to consider my values and purpose in life - to really look at "what in the world I'm doing here"

- "I really felt I gained a better understanding of myself and those around me."

- "This wasn't a class about "leadership" - this was a class about life."

Participant Feedback (continued)

- "I really enjoy learning and I have especially enjoyed learning from and sharing experiences with my other classmates."

- "Being included in this prestigious first group has made me feel very lucky and appreciative."

- "As many of us have, I came to ConITS from an organization that did not do a very good job of motivating its employees and making them feel appreciated. It is things like this, CLI, that have done just that for me."

Participant Feedback (continued)

- "As a small business owner, I am already effectively utilizing what I learned in the CLI on a daily basis, and I plan on continuously implementing my new knowledge in leadership to my business and my personal life."

- "It also emphasized the importance of building relationships based on trust and respect which is much needed in the workplace today."

Expected Benefits

- Differentiate ConITS as an employer of choice
- Bring our team vision to life
- Demonstrate added value to our customers
- Enhance ConITS influence and establish credentials as a thought leader in this field
- Develop a cadre of high performance leaders

18

Unexpected Benefits

- Culture change
- Increased empowerment
- Increased mentoring
- Immediate translation into improved program performance
- Servant leadership
- Created an environment where it is safe to take risks and to challenge status quo

Future Courses

- Strategic Planning
- Presentation Skills
- Emotional Intelligence III
- Systems Thinking
- Advanced Studies in Personality and Human Behavior

Conclusions

- Employees want and need leadership development

- Senior leadership involvement significantly enhances the learning process

- The process produces exceptional leverage

- Cultural change is a natural by product

21

Questions?